

The Impact of Psychological Climate on Job Involvement :Applied Research on a Sample of Employees of the Administrative Development and Information Technology Center - Iraqi Ministry of Planning

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Abstract: - This research aims to explore the effect of psychological climate on job involvement. As a result, the research variables and the sample's reactions to them were measured using a questionnaire. It was distributed to a sample of 215 employees at the Administrative Development and Information Technology Center of the Iraqi Ministry of Planning. Statistical analyses were conducted on the sample's answers using the SPSS software. One of the most prominent findings is that psychological climate did not significantly influence job involvement, as other factors primarily control the job involvement variable, with psychological immersion being less influential. The main recommendations from the research emphasize that organizations should focus on employees' commitment to their work and pay as much attention to creating a positive psychological climate within the organization.

Key-Words: - Psychological Climate, Job Involvement, Administration Support, Role Clarity, Participation, Recognition, Self-Efficacy, Challenge

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1 Introduction

The human aspects of management have become a phenomenon that cannot be ignored in dealing with organizations, studying them, and maximizing their productivity. Following the emergence of human-centered approaches and the highlighting of the importance of social relations within organizations, modern organizations have become increasingly focused on utilizing and investing in this approach to enhance the performance of their members and explore the most effective ways to allocate effort and time. Today, employees are looking to satisfy their psychological and social needs within organizations as much as they search for other material incentives related to their work. These psychological needs have become just as important as satisfying material needs. The psychological connection with work and the presence of a healthy psychological environment within organizations are crucial factors in improving performance and increasing productivity, as many studies have found. Therefore, this research builds

upon previous cognitive efforts to demonstrate how psychological variables influence performance and productivity. This research dealt with the psychological climate variable, which expresses how employees perceive the organization in which they work and how they deal with the organization in light of these perceptions and the relationship of these perceptions with their connection to their work and preoccupation with it and making it one of the important priorities in their lives, this is what is expressed by the term job involvement. The theoretical aspect of this research focused on the most important definitions of the concepts of psychological climate and job Involvement, as well as their importance for both the organization and the individual. The practical aspect involved the use of various statistical methods to explore the effect of psychological climate on job involvement and the level of each within the organization under study, ultimately yielding a set of conclusions and recommendations.

2 Problem Formulation

Managers are key decision-makers and they have a significant influence in the organizational culture. The level of engagement of managers is affected by perceptions of the psychological climate, thus, having an impact on the performance of the team and the overall organizational performance. Therefore, an in-depth explanation of such dynamics is essential to develop a better and more active workforce in the field of management in the public sector. Investigation of the internal climate of Administrative Development Canter, which is a branch of the Ministry of Planning, revealed that the behaviours of employees do not reflect the work immersion. As noted, the overall psychological environment of the organization is positive, and the attitudes of the employees towards the administrative aspects are rather positive. However, some limitations prevent employees from fully expressing their true feelings, despite the presence of some support and opportunities for participation by management. This research aims to explore the impact of this psychological climate on employees' connection to their work in the organization, as well as whether administrative aspects of this climate influence their sense of belonging. Consequently, the study was initiated to address a set of questions.

- To which degree do organizational employees perceive the psychological climate and have positive perceptions towards their work and the decisions made by the management?
- How engaged are the employees in their respective jobs in the organization?
- Is there an impact of psychological climate on the level of behaviors related to job involvement of employees?

The current investigation is meaningful to the extent it attempts to question the key variables that support the organizational behaviour and management. Working environment, with its tendency to repetition and uniformity, is reflected in the mental evaluations of the surrounding world in employees, as well as in the way such evaluations are connected with the emotional and cognitive connection with their job duties. To this end, the research project seeks to empirically determine the correlation between the psychological climate, which could be defined as the affective assessment of the working environment by the employees, and job involvement, which could be operationalized as the evident extent of engagement of the employees to organizational tasks of the concrete environment under study.

The research came with a set of objectives that would enrich the research from both the theoretical and practical aspects:

1. Identify the most prominent theories related to the concepts addressed by the research, namely psychological climate and job Involvement.
2. To know the extent to which individuals are aware of the psychological climate in which they live within the organization.
3. To know the level of job involvement of employees in their work within the organization under study
4. Knowing the impact of psychological climate on job involvement.

A hypothetical research Model was developed to depict the research variables, which include the independent variable, psychological climate, and the dependent variable, job immersion, as shown in Figure 1.

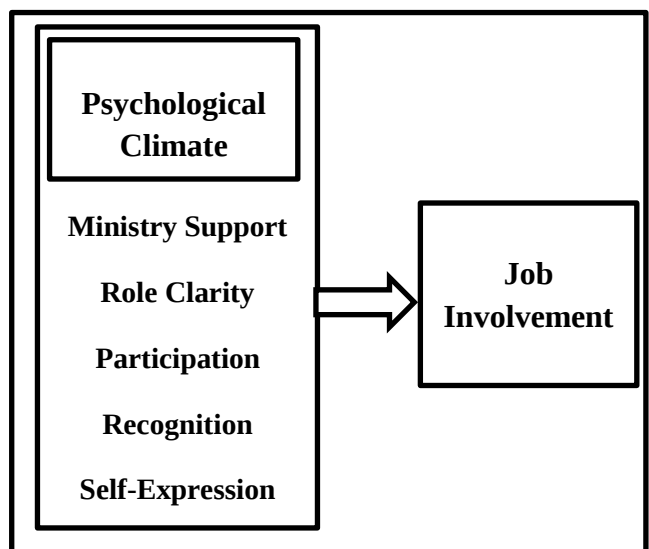


Fig. 1. Hypothetical Model of the Research
Source: created by the authors

3 Literature Review

The term psychological climate originated from [1], who employed the concept of life space to elucidate individuals' motivational and emotional responses to change [2]. Psychological climate refers to the cognitive and experiential aspects of the reciprocal interaction between the organizational environment and the employee [3]. The psychological climate refers to an individual's perception of organizational processes and procedures that influence their performance, satisfaction, and motivation [4]. Furthermore, as noted in [5], the psychological climate pertains to an individual's interpretation of the organizational environment. As is known, individuals' perceptions of the organizational context

differ among them, as they perceive it in different ways [6]. It also refers to the way in which the employee perceives and interprets the organizational environment. L. R. James and his colleagues proposed that the perception of organizational climate acquires personal meaning or emotional and motivational significance for employees during the evaluation process. This process involves interpreting the cognitive representation of environmental features in relation to individual values and their implications for personal well-being [7],[8]. The psychological climate refers to employees' perceptions of the formal and informal policies, practices, and procedures within their organization, providing an experiential description of the work environment [9]. The proposed approach to elucidate the psychological climate posits that individuals derive rational meaning from their interactions with the environment. These relationships emerge from the assessment of the proximity of the social and physical environment, individual objectives, and perceptions regarding oneself, others, and available resources [10]. The psychological climate denotes the existing organizational environment that either promotes authentic enthusiasm for work or establishes psychological impediments to productivity [11]. The psychological climate influences commitment on a moral level. It is also positively related to feelings of security and meaning, which can influence work effort, performance, ability to work, and involvement in work [12]. Additionally, the individual's perceptions of the psychological climate enable them to interpret events, anticipate possible outcomes, and exhibit appropriate subsequent behaviors [13].

Job involvement reflects the extent to which an individual's activity is immersed in their job tasks [14]. It is defined as the degree to which the individual is psychologically integrated with their work [15]. It is also the degree to which the employee wants to be committed or integrated into the job they work in. Employees who are highly integrated with their jobs want to perform well and get good results. These individuals are highly invested in their jobs and also take pride in the tasks associated with them [16]. Another author believes that job involvement refers to the degree to which an individual is connected and preoccupied with their job, as well as the degree to which they identify themselves through their job [17]. Job involvement is also described as the degree to which it is an important factor in satisfying one or more of the employee's needs [18]. Some scholars argue that job involvement constitutes a perception or belief regarding psychological identification with one's job [19]. This approach

indicates that psychological identification with the job is contingent upon the significance of the employee's specific needs and their perceptions regarding the potential fulfillment of the job's requirements [20], [21]. Job involvement comprises two elements: the first pertains to the individual's engagement with specific tasks associated with their role, while the second relates to the individual's perception of the attractiveness of performing job functions within the current work environment [22]. It also indicated that job involvement can be classified into four categories [23], [24]. Effective engagement in the role. Work is a fundamental aspect of life. Performance consistency with self-concepts. Performance plays a crucial role in self-esteem.

It is necessary to distinguish between job involvement and work involvement. The processes of social adaptation condition work involvement. It is related to the values of the individual, the work, and its benefits. In contrast, job involvement is closely tied to the current job. It is influenced by the current job situation, as well as the extent to which the individual's needs align with the job [25]. Job involvement can be considered as one of the basic determinants of organizational effectiveness and individual motivation. These links come from rich theoretical observations that confirm that job involvement increases the motivation process, which in turn affects job performance and related outcomes. Some researchers have suggested that job involvement is closely tied to the significance of work in an individual's daily life [26]. This means that if the individual prioritizes their work and makes it central to their life, they will become more loyal to the work and the organization in which they work, and this, in turn, will positively impact their performance [27], [28].

4 Results

Before analyzing the results, it is necessary to clarify the sample selection methodology. A systematic random sample was used, with the total study population comprising 488 employees. Applying the Stephen Thompson equation, the sample size was determined to be 215 employees. The results of the stability or the internal consistency test were acquired through the correlation coefficient (Cronbachs alpha) which evaluates the consistency of the measurement device in regards to the internal consistency of the items that are part of the measurement tool. Table 1 shows the internal consistency of the items of the scale was tested in all the variables with the value of Cronbach alpha surpassing the required minimum of 0.70. These results confirm the internal consistency

of the scale items and suggest that the tool can be retested in a consistent manner.

Table 1. Results of the internal consistency test for variables and dimensions

variable	Cronbach's alpha coefficient
Psychological Climate	0.905
Job Involvement	0.842
All Items	0.904

Source: created by the authors

The stability of the research model is assessed using the Split-Half method, which involves calculating the correlation coefficient between the two halves of the questionnaire items (part 1 & part 2), where one of the Spearman-Brown and Guttman coefficients is used. As can be seen from Table 2 and Table 3, the Cronbach's alpha coefficients are similar, but their variances differ. Therefore, the Guttman coefficient will be adopted, with a value of 0.84, indicating a strong level of stability for the scale [28].

Table 2. Reliability Statistics

Cronbach's Alpha	Part 1	Value	.856
		N of Items	14 ^a
	Part 2	Value	.822
		N of Items	13 ^b
Total N of Items			27
Correlation Between Forms			.731
Spearman-Brown Coefficient	Equal Length		.844
	Unequal Length		.845
Guttman Split-Half Coefficient			.844
a. The items are: q1, q2, q3, q4, q5, q6, q7, q8, q9, q10, q11, q12, q13, q14.			
b. The items are: q15, q16, q17, q18, q19, q20, q21, q22, q23, q24, q25, q26, q27.			

Source: created by the authors

Table 3. Summary Item Statistics

		Mean	Minimum	Maximum	Range	Maximum / Variance	N of Items
Item Variances	Part 1	.778	.38	1.83	1.45	4.782	14 ^a
	Part 2	1.08	.42	1.83	1.41	4.337	13 ^b
	Both Parts	.925	.38	1.83	1.45	4.782	27

Source: created by the authors

After ensuring the stability and validity of the questionnaire items, the questionnaire was distributed to the research sample, which amounted to about 215. This analysis seeks to examine the psychological climate and its dimensions, along with the job involvement of the studied sample. The mean, standard deviation, and coefficient of variation for these responses will be utilized, along with the assessment of the relative importance of each dimension within the single variable based on the mean. The study employed a five-point Likert scale for the responses in the questionnaire. The levels of each variable will range from 1 to 5, with four distinct levels, as presented in

Table 4. The framework has a two-level scheme of values that are beyond the hypothetical mean of 2.60-3.39. The range between 3.40 and 4.19 is considered to be satisfactory, and further increase to range 4.20 to 5 is discussed as highly satisfactory. The scale is also used to mark out two levels of those values that lie lower than the hypothetical mean (2.60 to 3.39): one of weak values between 1.80 and 2.59 and another of very weak values between 1.79 and 1.69.

Table 4. Weighted average and response trend

Weighted average	Answer scale	Answer level
From 1 to 1.79	I don't quite agree.	Very weak
From 1.80 to 2.59	I do not agree	Weak
From 2.60 to 3.39	Neutral	Middle
From 3.40 to 4.19	I agree	Good
From 4.20 to 5	Totally agree	Very Good

Source: created by the authors

The psychological climate mean score was 3.74 with a standard deviation of 0.58, which implies a general positive attitude of the individual-organization interaction in the workplace. This suggests that individuals possess certain perceptions regarding the organization and the decisions and operations implemented by management. The dimensions of the psychological climate are as follows:

According to the results of the statistical Analysis, the mean of administration support was (3.82) with a standard deviation of (0.67), which means that the level of feeling among the sample surveyed that management support to them was good, i.e. employees feel that management supports the decisions made by employees and does not make them feel afraid of the responsibility that is placed on employees when they give them the authority to

implement decisions, in addition to the trust that employees show to their managers at work.

The results came with a mean for role clarity (3.97) and a standard deviation (0.65). According to the responses provided by the sample, this indicates that management clearly communicates to employees the roles that they play in the organization's work, including the efforts required to accomplish tasks and the responsibilities that result from them, as well as the standards by which these tasks must be implemented.

The average participant level was 4.17 and the standard deviation of 0.80. These figures indicate that the level of employee participation that is practiced in the organization under study is acceptable. The employees always feel that the organization appreciates them and their performance is a major contribution to the success of the organization. This perceived value is also supported by a common belief that their job is of great value in the organization. The statistical analysis revealed an arithmetic mean of recognition at 3.96, with a standard deviation of 0.54, indicating a good level for this dimension. There is a belief among employees that everything they do within the organization is taken seriously by management, that their performance is appreciated, and that their participation is recognized and valued by the organization.

The mean value of self-expression dimension calculated using the self-report answers of the sampled sample was 3.23 with a standard deviation of 0.95. This finding shows that the magnitudes of the levels of self-expression of the respondents are moderate. It was also found that respondents are perceived to lack the ability to express their real feelings in the organisational situation citing managerial restrictions which restrict liberties of expressive action and thus create a sense of discomfort.

The results of the statistical analysis exhibited that the arithmetic mean of the challenge was (3.29). The standard deviation was (0.94), which means that the level of challenge according to the answers of the sample studied was moderate, as employees believe that the work they perform within the organization does not pose a challenge and does not require many resources and a lot of time, as most of this work is characterized by routine, monotony, and repetition.

The mean of job involvement was 3.37 with a standard deviation of 0.67, which means that the level of job involvement among the sample studied was moderate. Employees believe that there are no strong links between them and their jobs, that work is not of great importance in their public lives, that work goals are not the same as their private goals in their public

lives, and that their interest in work is only during official working hours.

A hypothesis was formulated indicating that there is a significant effect of psychological climate on job involvement. The results presented in Table 5 indicate that the calculated F-value for the relationship between psychological climate and job involvement is 17.8, exceeding the tabular F-value of 6.72 at a significance level of 0.000, which is below the threshold of 0.05. This suggests a significant effect of psychological climate on job involvement. Consequently, the hypothesis is accepted. The coefficient of determination (R^2) was found to be 0.27, indicating that the psychological climate variable accounts for 27% of the variance in job involvement. In comparison, 73% can be attributed to variables not included in the research model.

The slope of the regression line is estimated to be 0.27 meaning that a one unit change in psychological climate is equivalent to a 0.27 change in job involvement. The intercept term is 2.183. Based on this, the regression equation that is proposed as the main hypothesis of the study has the following form: $Y = 2.183 + 0.27X$.

X Psychological climate and Y Job involvement
A preliminary sub-hypothesis of influence has been formulated, stating: "There is a significant effect of administration support on job involvement." The findings presented in Table 5 indicate that the computed F value for the relationship between administrative support and job involvement is 3.368, which falls short of the critical F value (6.72) at a significance threshold of 0.000, thus remaining below the significance level of 0.05. This entails the dismissal of the initial hypothesis in favor of the alternative, which posits that: "There is no significant effect of administration support on job involvement."

A second sub-hypothesis was developed, which is: "There is a significant effect of role clarity on job involvement." The results in Table 5 indicate that the computed F value for the relationship between role clarity and job involvement is 3.867, which is below the critical F value of 6.72 at a significance level of 0.05. This entails dismissing the null hypothesis and endorsing the alternative hypothesis, which is: "There is no significant effect of role clarity on job involvement."

A third sub-hypothesis was developed, which is: "There is a significant effect of participation on job involvement." Regarding the results in Table 5, the calculated F value between participation and job involvement reached 3.867, which is less than the tabular F value (6.72) at a significance level of 0.05, i.e., less than the significance level of 0.05. This entails dismissing the initial hypothesis in favor of

accepting the alternate hypothesis, which is: “There is no significant effect of participation on job involvement.”

The fourth sub-hypothesis of influence was as follows: recognition has statistically significant impact on job involvement. The results of Table 5 support this suggestion as the authors found a calculated F value of 6.80 of recognition and job involvement relationship. The value of F acquired is more than the critical value of 6.72 at the alpha value of 0.000 thus showing that the level of statistical significance is much high than the traditional 0.05 threshold. As a result, the hypothesis is proved. There is a recognition dimension which explains about 31 percent of the variation in job participation as the coefficient of determination (R^2) is 0.31. The 69 per cent of the percentage of variance is explained by other aspects, which were not included in the research model. A change of a unit in the degree of recognition causes a change of 0.175 in job participation, according to the fixed value of 2.52 and the slope coefficient of the straight line of 0.175. Consequently, the regression equation for the fourth sub-hypothesis of the investigation is:

$$Y = 2.52 + 0.175 X_4$$

X_4 Recognition and Y Job Involvement

A fifth sub-hypothesis was developed, which is: “There is a significant effect of self-expression on job involvement.” The computed F value between self-expression and work involvement reached 2.83, which is less than the tabular F value (6.72) at a significance level of 0.05, i.e., equivalent to the significance level of 0.05, in light of the data in Table 5. This entails disproving the hypothesis and agreeing with the alternative, which is: “There is no significant effect of self-expression on job involvement.”

A sixth sub-hypothesis was developed, which is: “There is a significant effect of challenge on job involvement.” The computed F value for the correlation between challenge and job involvement was 13.3, exceeding the required F value of 6.72 at the 0.000 significance level, which is below the 0.05 threshold, indicating a significant effect of challenge on job involvement. As a result, the hypothesis is confirmed; the coefficient of determination (R^2) reached a value of 0.05, indicating that the recognition dimension accounts for 5% of the variance in job immersion; the 95% of the discrepancy is due to factors not included in the regression equation for the fourth sub-hypothesis of X6 Challenge and Y Job Involvement

Table 5. Effect of research variables

independent variables	Job Involvement				
	F	R^2	B	constant value	Sig
Psychological Climate	17.8	.27	.27	2.18	.000
Administration Support	3.36	.16	.125	2.90	.000
Role clarity	3.86	.18	.13	2.83	.000
Participation	5.85	.21	.46	1.75	.000
Recognition	6.80	.31	.17	2.52	.000
Self-Expression	2.83	.13	.11	3.11	.000
Challenge	13.3	.05	.24	2.805	.000

Source: created by the authors

A seventh sub-hypothesis was developed, specifically for measuring multiple linear regression, which is: “There is an effect of the dimensions of psychological Climate combined on job

involvement.” based on the findings displayed in Table 6.

Table 6. Impact analysis of Psychological Climate dimensions on Job Involvement

Source: created by the authors

dimensions	F	Adjusted R ²	R ²	R	t	β
Psychologic al Climate	14.95	.28	.30	.54	.947	.10
Administrati on Support					-4.12	-.71
Role clarity					8.244	.72
Participation					1.211	.20
Recognition					.878	.07
Self- Expression					-2.73	-.19

According to the table's results, the overall model of psychological climate on job engagement has a moderate explanatory power ($R = 0.549$, $R^2 = 0.301$), meaning that the psychological climate characteristics account for around 30% of the

variance in job involvement. The model's overall statistical significance and validity are confirmed by the significant F-test value ($F = 14.955$, $\text{Sig.} = 0.000$). The results highlight that while limited self-expression may impede employees' psychological attachment and active participation at work, job role clarity is crucial for improving employee engagement. Increased job involvement may therefore result from improving managerial clarity and encouraging open lines of communication.

5 Discussion

The computed F value (17.8), which surpasses the tabular F value (6.72) at a significance level of (0.000), less than (0.05), indicates a considerable impact of psychological climate on job participation. This indicates that the primary hypothesis—that job participation is influenced by psychological climate—is accepted. The significance of these factors within the research setting is highlighted by the coefficient of determination (R^2) value of 0.27, which shows that psychological environment explains 27% of the variance in job involvement.

On the other hand, the sub-hypotheses of administrative support, role clarity, participation and self-expression were disproved, since the calculated F (value) was lower than tabular critical value, which means that the above factors have no statistically significant impact over job involvement. This conclusion implies that there are other factors that can be more influential to job involvement. In comparison, the hypothesis on recognition was accepted because the calculated F -value of 6.80 was greater than the tabular critical value. Moreover, the coefficient of determination, R^2 , is 0.31, which means that recognition is an explanation of 31 per cent in the variance of job involvement.

About the effect of challenge, the empirically obtained results also showed a significant impact, and the F statistic has reached the value of 13.3. However, the value of the coefficient of determination was significantly smaller (0.05), which means that the challenges explain only a small portion of the variance in job involvement. As a result, the data highlights psychological climate, recognition, and challenges to be important determinants of job involvement. In comparison, other variables like administrative support, role clarity and participation

should also receive further examination in order to clarify their individual contribution in this case.

6 Conclusions and Recommendations

The research reached, through the results of the statistical analysis outputs, a set of conclusions and recommendations:

1. The perceptions that employees have about their organization are somewhat positive. The psychological climate of the organization being studied suggests that it is a positive one. Therefore, the research recommends paying more attention to the perceptions of the organization's employees and striving to make them as positive as possible, as this has a significant impact on their work performance and the effective implementation of their tasks.

2. According to the sample's answers, the management is responsible for clarifying the roles of daily tasks in the organization, as well as clarifying the standards through which these tasks can be performed. Therefore, the study recommends continuing such behaviors due to their importance in overcoming many of the difficulties that permeate the work and solving the problems associated with it.

3. Employees believe that the management will support them psychologically by giving them the power to work and avoiding instilling fear about their roles as the source of powers leads them to. This is done to boost the level of trust that employees have on their managers. Therefore, the research suggests that managers should maintain such practices, which have a positive impact on the general atmosphere of organizations and their psychological environment.

4. Due to the favorable psychological environment, workers take the initiative in the organization by naturally participating in internal discussions and expressing their views of work. Therefore, the mechanisms of empowering employees to share and share their recommendations should be of high priority to organizations so that loyalty and affiliation can be strengthened.

5. Employees also feel that the management care about the participation in the organizational activities, which can be explained by the positive psychological climate. In this respect, the results of the empirical evidence support the preservation and continuation of such practices, as they have positive implications in terms of reinforcing the motivation to work and accelerating the achievement of results.

6. Despite the fact that management provides employees with a chance to participate in the process, such an initiative is limited to the work-related sphere only. Factors such as empirical evidence show that employees are not allowed to show their own

emotions at the workplace. Therefore, it seems that management does not give these issues much weight and it focuses more on formal aspects of work or it assumes that administrative issues outweigh the emotional aspects in the workplace. In this regard, the study suggests that the management should take a more responsibility towards employees in relation to addressing their affective needs because this is a necessary measure to improve the most crucial aspects of the psychological climate and development of a psychologically healthy organizational climate.

7. It appears from the results reached by the research that the work of the organization under study is characterized by monotony and boredom and does not pose a challenge for employees. Therefore, the research recommends that employees' daily tasks should be varied and that they be allowed to implement functions in their own way, as this would stimulate their creativity and make them more engaged in their work.

8. Employees do not feel that they are well connected to their work, that the goals of work do not represent their personal goals, and that work does not occupy a large part of their lives. This is perhaps due to the monotony that characterizes work. Therefore, the research recommends paying more attention to aspects related to the different methods of performing work, given its importance in creating links between employees and their work.

9. According to the results of the research hypotheses test, the dimensions of the psychological climate varied in their impact and lack of effect on job involvement, but in general, the impact of the psychological environment as a whole is not significant on job involvement. Therefore, the research recommends that the organization adopt social policies within the organization and administrative policies as well, to instill a culture of strong attachment to work, just as it strives to create a positive psychological climate within the work environment.

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